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**OFFICE OF THE SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301**

**18 August 1965**

**MEMORANDUM FOR GENERAL TAYLOR**

Mr. McNamara has seen General Carroll's Memo of 17 August on "Effects of Air Strikes Against North Vietnam" and provides the following guidance for future submissions:

1. There should be no "cut-off date" or other time limits on relevant information. The report submitted each month should be an updated evaluation, using all available intelligence including the most recent.
2. There should be less "reporting" and more evaluation. Include possibilities as well as probabilities, weighed or qualified as necessary.
3. Continue to have the strike assessment sheet as an inclosure, but make it a current version and comment in the text on the impact represented by % reductions in national capacity.
4. Direct submission, rather than through CJCS, is approved. (The Chairman's office has informally concurred.)

Based on this guidance and SecDef's comments to me, I suggest:

- A good approach might be to keep a running draft, adding new information/evaluation as it becomes available and deleting outmoded material, constantly improving it up to the time of submission.

- Have a good writer or editor polish the final version. The meaning of some language in yesterday's submission is obscure.
- Make future submissions about the 15th of each month, or at any time when there is a significant change in the evaluation.

I have made some annotations on a copy of the 17th August Memo relating to the above comments.

DIA and OSD review(s) completed.

*Alfred J. F. Moody*  
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Colonel, USA  
Military Assistant

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Attachments

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